

Minutes of the meeting of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, October 3, 2014 at the hour of 8:00 A.M. at 1900 West Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

## **I. Attendance/Call to Order**

Chairman Hammock called the meeting to order.

Present: Chairman M. Hill Hammock, Vice Chairman Hon. Jerry Butler and Directors David Carvalho; Lewis M. Collens; Ada Mary Guggenheim; Wayne M. Lerner, DPH, FACHE; Luis Muñoz, MD, MPH; Jorge Ramirez; Carmen Velasquez; and Dorene P. Wiese, EdD (10)

Absent: None (0)

Additional attendees and/or presenters were:

Gina Besenhofer - System Director of Supply Chain Management  
Randolph Johnston – Associate General Counsel  
Terry Mason, MD – Cook County Department of Public Health  
Elizabeth Reidy – System General Counsel

Ammar Rizki – Cook County Deputy Chief Financial Officer  
Ivan Samstein – Cook County Chief Financial Officer  
Deborah Santana – Secretary to the Board  
John Jay Shannon, MD – Chief Executive Officer

## II. Public Speakers

Chairman Hammock asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

### **III. Employee Recognition**

Dr. John Jay Shannon, Chief Executive Officer, recognized employees for outstanding achievements. Details and further information is included in Attachment #4 - Report from the Chief Executive Officer.

#### **IV. Proposed Resolutions (Attachment #1)**

**Proposed Resolutions honoring the following departing Members of the Board of Directors of the Cook County Health and Hospitals System:**

- **David Carvalho**
- **Rev. Calvin Morris, PhD**
- **Luis Muñoz, MD**
- **Jorge Ramirez**

This item was considered by the Board near the end of the meeting, prior to convening into a closed meeting.

Chairman Hammock thanked the outgoing Board Members and provided an overview of their contributions as members of this Board. He noted that Directors Carvalho, Muñoz and Ramirez were here in the earliest years, when the environment was the most difficult and chaotic; they helped form the Board and System as it exists today. Each brought a special talent to this organization; he stated that this Board appreciates their guidance and perspective.

Director Lerner, seconded by Vice Chairman Butler, moved the approval of the four (4) proposed Resolutions. THE MOTION CARRIED UNANIMOUSLY.

**V. Board and Committee Reports**

**A. Minutes of the Board of Directors Meeting, August 29, 2014**

Director Lerner, seconded by Vice Chairman Butler, moved the approval of the Minutes of the Board of Directors Meeting of August 29, 2014. THE MOTION CARRIED UNANIMOUSLY.

**B. \*\*Minutes of the Human Resources Committee Meeting, September 19, 2014**

- Proposed Collective Bargaining Agreement - Prevailing Wage Rates with Operating Engineers, Local 399
- Proposed Amendment to Exhibit 1 of the CCHHS Severance Policy

During the presentation of the Minutes, the Board discussed the subject of the proposed Amendment to Exhibit 1 of the CCHHS Severance Policy.

Director Lerner inquired whether this proposed Amendment was based on an external review by compensation and benefit experts to bring the System's Policy up to speed with market competition in this area. Elizabeth Reidy, General Counsel, responded in the negative. The Policy that was passed by the Board in 2010 contained a list of titles that were allowed severance if the individuals were terminated without cause; it was recognized that the list of titles did not appropriately reflect the current list of titles in the organizational structure as it is now.

Director Lerner inquired whether an external review of compensation and benefits has been done since this Board has been in place. Director Carvalho responded that, about a year into this Board's existence, there was a consulting firm who evaluated the System's compensation and benefits packages; he was unsure whether that evaluation led to a final report. He added that, from time to time, there have been efforts to look into the area of compensation, especially for physicians and others. With respect to the Severance Policy in particular, at the time it was adopted, the Board had a three-year life, subject to being extended. The administration was having a hard time recruiting senior-level people; one of the customary benefits of working at the County is the pension, but a person coming in from the outside at the senior level is not anticipating to work for the County for thirty (30) years.

Director Lerner requested that the administration engage an external consultant for a full external review of salaries, benefits and compensation, with the Board's concurrence and approval. He stated that, based on his knowledge of this field, this Severance Policy is not in line with what is commonplace in healthcare administration and institutions of this size; he would like to see a comparison with both the private market and public market. Additionally, he noted that recruiting people to work in a managed care environment will be different than recruiting for an institutional environment, and there will be different pros and cons associated with that. Director Carvalho inquired whether Director Lerner believes that the System's Severance Policy provides for less than what is typically provided. Director Lerner responded in the affirmative. Director Ramirez recommended that, when benchmarking, a very commonsense approach should be used, as well; for certain metrics, the private sector is not always the best place to turn. Chairman Hammock requested that the Human Resources Committee further review this matter, and requested that a report be provided to the Board after such review<sup>1</sup>.

Director Wiese, seconded by Director Velasquez, moved the approval of the Minutes of the Human Resources Committee Meeting of September 19, 2014. THE MOTION CARRIED UNANIMOUSLY.

**V. Board and Committee Reports (continued)**

**C. Minutes of the Finance Committee Meeting, September 19, 2014**

- Contracts and Procurement Items (detail was provided as an attachment to the Board Agenda)

It was noted that Contract Compliance had completed review of all of the contracts considered at the September 19<sup>th</sup> Finance Committee Meeting.

On the subject of Contract Compliance, Director Carvalho provided additional information. There is a provision in the law that prohibits telling a contractor whom to use as subcontractors, unless it is in accordance with a bona fide minority- and women-owned business enterprise (MBE/WBE) ordinance. Several years ago, there were instances in which some Commissioners were trying to get some vendors to use certain subcontractors. At that time, the System Board asked the Director of Contract Compliance whether Commissioner involvement in the selection of MBE/WBEs was part of a bona fide contract compliance program; her response was in the negative, so it was on the record that that type of activity is not permitted.

Vice Chairman Butler, seconded by Director Lerner, moved the approval of the Minutes of the Finance Committee Meeting of September 19, 2014. THE MOTION CARRIED UNANIMOUSLY.

**D. Minutes of the Quality and Patient Safety Committee Meeting, September 23, 2014**

- Medical Staff Appointments/Reappointments/Changes
- Proposed Patient Safety Plan – Stroger Hospital

Director Collens, seconded by Vice Chairman Butler, moved the approval of the Minutes of the Quality and Patient Safety Committee Meeting of September 23, 2014. THE MOTION CARRIED UNANIMOUSLY.

**VI. Action Items**

**A. Approval of proposed 2015 Board of Directors Meeting Dates**

Chairman Hammock indicated that this item is expected to be presented at the October 31<sup>st</sup> Board Meeting for approval; he requested that the Directors inform the Board Secretary if they have any conflicts with the draft dates that have been circulated.

**B. Contracts and Procurement Items (Attachment #2)**

Gina Besenhofer, System Director of Supply Chain Management, provided an overview of the request presented for the Board's consideration. The Board reviewed and discussed the request.

Ms. Besenhofer noted that this request was amended; after further review, it was realized that the scope and total cost had been underestimated, based on the System's needs. She stated that the individuals from this company are human resource professionals who will be working side by side with Gladys Lopez, Chief of Human Resources, and her team. They will go through Shakman training, will operate under the System's policies and procedures and will be given specific positions to fill. To clarify, Chairman Hammock inquired whether the intent is to

## **VI. Action Items**

### **B. Contracts and Procurement Items (continued)**

expedite the System's hiring by using these additional resources; additionally, he inquired whether this contract is resulting from a request for proposals (RFP) process. Ms. Besenhofer responded in the affirmative.

Director Ramirez, seconded by Director Lerner, moved the approval of request number 1, as amended, under the Contracts and Procurement Items. THE MOTION CARRIED UNANIMOUSLY.

### **C. Any items listed under Sections IV, V, VI and X**

## **VII. Recommendations, Discussion / Information Items**

### **A. Cook County Asset Management Ordinance Overview (Attachment #3)**

Ivan Samstein, Chief Financial Officer of Cook County, reviewed a presentation regarding the Cook County Asset Management Ordinance. Subjects included in the information included the following: Overview; Proposed Governance Structure; Asset Market Contracting Process; Program Revenue Structure; Program Manager Commission Structure; Proposed Vendor Experience; Current Asset Marketing Programs Within County; and Next Steps.

Mr. Samstein indicated that the CCHHS representative for the marketing committee will be selected by Dr. Shannon. That person would have the ability to say whether a particular asset is consistent with the organization's character, and is someone who speaks for the organization in that regard. The committee will first promulgate rules, and will be responsible for making policy decisions. Additionally, he stated that when they bring the vendor in, the vendor will meet with all of the representative areas like CCHHS and do a survey and analysis to determine the final list of possibilities.

Director Velasquez referenced the subject of selling intellectual property. Director Lerner stated that there is not a university in this world who is not trying to commercialize their intellectual property; that becomes a battle within the university, especially an academic medical center, between the university, department and investigators regarding who gets the assets and who gets to reap the rewards. He recommended that they exercise caution in that area. He inquired whether naming opportunities would be considered. Mr. Samstein responded that naming opportunities are something that they would entertain in the appropriate venue. In an example involving CCHHS, CCHHS would determine whether they thought it was appropriate and the right fit. Director Lerner referenced the Cook County Health Foundation, which was established to support philanthropic efforts; he stated that this is another area in which efforts need to be integrated, especially with naming opportunities.

Director Collens inquired whether this revenue will be returned to the component group. Mr. Samstein responded that, in the case of CCHHS, the revenue would go to the Health Fund. For other areas of the County, because they are supported by the County's General Fund, half of it would go to their budget target and the other half would go to general County operations. When CCHHS develops its budget, anticipated revenue from this type of source would be built into CCHHS' budget as non-operating revenue; this would be a part of the overall budget formulation. Director Lerner inquired whether that would then reduce or offset support received from existing sources. Mr. Samstein responded that there is not a definitive answer to that; he indicated that this would be part of the annual conversation on support resources that takes place every year. He added that their hope is to generate additional revenues.

## **VII. Recommendations, Discussion / Information Items**

### **A. Cook County Asset Management Ordinance Overview (continued)**

At the conclusion of the discussion, Chairman Hammock requested that the guidelines be shared with the Board once they are developed; the Board can further discuss it at that time.

## **VIII. Report from Chairman of the Board**

Chairman Hammock provided comments on the accomplishments of the outgoing Board Members as part of his report, during the consideration of the proposed Resolutions under Section IV of the Agenda.

## **IX. Report from Chief Executive Officer** (Attachment #4)

Dr. Shannon provided an update on several subjects; detail is included in Attachment #4.

During the discussion of the update on the Partnerships to Improve Community Health grant awarded to the Cook County Department of Public Health, Director Velasquez requested information on the community organizations included in the partnership alliance. Dr. Terry Mason, Chief Operating Officer of the Cook County Department of Public Health, responded that he will provide a list of the partners that are part of the grant.

Dr. Shannon provided additional information regarding monitoring of the Ebola situation. He stated that leadership from the Division of Infectious Diseases, Department of Emergency Medicine, Division of Critical Care, Nursing, Disaster Preparedness and Public Health are all working together to make sure that staff at the Ambulatory sites and in the main central campuses are prepared with the knowledge, screening questions and protective equipment necessary, should that threat present itself at the System. He stated that most of the information that is going out to the public is going out through the public health mechanism; this includes information that flows from the Centers for Disease Control and Prevention (CDC) out to the state public health departments, who then cascade that information out.

Chairman Hammock inquired regarding protocols for the City of Chicago and the County. Dr. Mason responded that the protocols for Chicago and O'Hare Airport are the function of the Chicago Department of Public Health; they would be responsible for developing any protocols, in addition to those protocols of the federal agencies involved. Suburban Cook County is under the jurisdiction of the Cook County Department of Public Health.

Dr. Shannon noted that a difference between the potential threat posed by the Ebola virus, compared to the real threat that is seen every year in this country from influenza, is that for influenza, there are effective public health measures that have been proven to reduce harm. This comparison was recently used to kick off the System's annual influenza vaccine drive for employees and patients served. He stated that the point being made to staff regarding influenza vaccinations for employees is that, first and foremost, it is a safety measure for the System's patients; it is also a good evidence-based practice.

Director Collens applauded the heavy focus on making sure that all staff are vaccinated. He inquired further regarding the exceptions for those who cannot get the vaccine for medical and religious reasons. Dr. Shannon responded that both exceptions are required by law. In an example in which an employee refuses the vaccine due to medical or religious reasons, Director Collens inquired whether the System is legally required to put that employee in direct patient contact. Dr. Shannon responded that the System's policy allows for consultation between management and its infection control officer and epidemiologist. The appropriate mitigation strategy might be something as simple as masking, or may require something as complex as reassignment - that will vary depending on the circumstances.

**X. Closed Meeting Items**

**A. Claims and Litigation**

**B. Discussion of personnel matters**

**C. Minutes of the Human Resources Committee Meeting, September 19, 2014**

Director Butler, seconded by Director Gugenheim, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting,” 5 ILCS 120/2(c)(12), regarding “the establishment of reserves or settlement of claims as provided in the Local Governmental and Governmental Employees Tort Immunity Act, if otherwise the disposition of a claim or potential claim might be prejudiced, or the review or discussion of claims, loss or risk management information, records, data, advice or communications from or with respect to any insurer of the public body or any intergovernmental risk management association or self insurance pool of which the public body is a member,” and 5 ILCS 120/2(c)(17), regarding “the recruitment, credentialing, discipline or formal peer review of physicians or other health care professionals for a hospital, or other institution providing medical care, that is operated by the public body.”

On the motion to recess the open meeting and convene into a closed meeting, a roll call was taken, the votes of yeas and nays being as follows:

Yea: Chairman Hammock, Vice Chairman Butler and Directors Carvalho, Collens, Gugenheim, Lerner, Muñoz, Ramirez, Velasquez and Wiese (10)

Nays: None (0)

Absent: None (0)

THE MOTION CARRIED UNANIMOUSLY.

Chairman Hammock declared that the closed meeting was adjourned. The Board reconvened into the open meeting.

**XI. Adjourn**

As the agenda was exhausted, Chairman Hammock declared that the meeting was ADJOURNED.

Respectfully submitted,  
Board of Directors of the  
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXX  
M. Hill Hammock, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXX  
Deborah Santana, Secretary

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<sup>1</sup> Follow-up: request that the Human Resources Committee review the matter of engaging an external consultant for a full external review of salaries, benefits and compensation, and report back to the Board after such review. Page 2.

Cook County Health and Hospitals System  
Board of Directors Meeting Minutes  
October 3, 2014

ATTACHMENT #1

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS**

**RESOLUTION**

**Sponsored by**

**M. HILL HAMMOCK, CHAIR, THE HONORABLE JERRY BUTLER, VICE CHAIR,  
LEWIS M. COLLENS, ADA MARY GUGENHEIM, WAYNE M. LERNER, DPH,  
LUIS MUÑOZ, MD, MPH, JORGE RAMIREZ,  
CARMEN VELASQUEZ AND DORENE P. WIESE, EdD, DIRECTORS**

**WHEREAS**, in May of 2008, DAVID CARVALHO was appointed by the President of the Cook County Board of Commissioners, and confirmed by the Board of Commissioners, to serve as a member of the inaugural Board of Directors of the Cook County Health and Hospitals System (CCHHS); and

**WHEREAS**, MR. CARVALHO'S dedication and commitment to the County's health system began nearly 25 years ago when he was recruited by then Cook County Board President Richard Phelan to, among other things, assist in the development of the Cook County Bureau of Health Services; and

**WHEREAS**, MR. CARVALHO ultimately moved to the health system to serve as counsel and advisor to Ruth M. Rothstein, Chief of the Cook County Bureau of Health Services; and

**WHEREAS**, as a result of his experience, while serving as a member of the CCHHS Board, MR. CARVALHO brought a wisdom and unique historical perspective which has been invaluable to both the System Board and the CCHHS leadership team; and

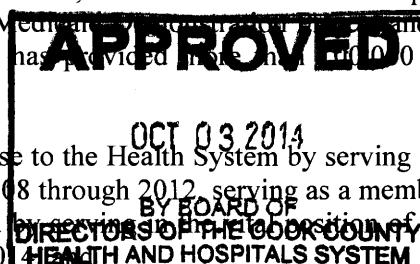
**WHEREAS**, MR. CARVALHO played an integral role in laying the foundation of the new governance structure of the Health System, which demanded a considerable time commitment from its volunteer Board members; and

**WHEREAS**, MR. CARVALHO was a part of the inaugural board which recognized the need to recruit and retain highly qualified healthcare leaders and was instrumental in putting a leadership team in place to oversee the operations of the nation's third largest public health system; and

**WHEREAS**, while serving on the Health System Board of Directors, MR. CARVALHO was a part of the governing body that developed and championed the Health System's Strategic Plan: Vision 2015, dedicated to continuing the Health System's mission of delivering integrated health services with dignity and respect regardless of a patient's ability to pay in today's dramatically changing healthcare landscape; and

**WHEREAS**, while serving on the Health System Board of Directors, MR. CARVALHO was a part of the governing body that shepherded in CountyCare, an Illinois Managed Care Organization and now a County Managed Care Community Network, which to date has provided healthcare to over 1,000,000 Cook County residents with access to comprehensive healthcare; and

**WHEREAS**, MR. CARVALHO graciously lent his vast expertise to the Health System by serving as the Chair of the Health System Board's Finance Committee from 2008 through 2012, serving as a member of the Human Resources Committee from 2008 through 2012, and serving as the position of Chair of the Health System Board from July of 2012 through July of 2013.



**WHEREAS**, during his tenure with the Health System, MR. CARVALHO earned the genuine respect of his fellow Board members for his keen insight, attention to detail, and knowledge in the areas of legal and regulatory affairs, public administration and public policy; and

**WHEREAS**, the Health System's leadership team held MR. CARVALHO in high regard and appreciated his strength and support, as well as his ability to lead with integrity and objectivity.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Cook County Health and Hospitals System, on behalf of the more than five million residents of Cook County, does hereby gratefully acknowledge DAVID CARVALHO for his extraordinary abilities, outstanding leadership and unwavering commitment to the mission of the Cook County Health and Hospitals System.

Approved on October 3, 2014 by the Board of Directors of the Cook County Health and Hospitals System.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS**

**RESOLUTION**

**Sponsored by**

**M. HILL HAMMOCK, CHAIR, THE HONORABLE JERRY BUTLER, VICE CHAIR,  
DAVID CARVALHO, LEWIS M. COLLENS, ADA MARY GUGENHEIM,  
WAYNE M. LERNER, DPH, LUIS MUÑOZ, MD, MPH, JORGE RAMIREZ,  
CARMEN VELASQUEZ AND DORENE P. WIESE, EdD, DIRECTORS**

**WHEREAS**, in June of 2012, REV. CALVIN S. MORRIS, PhD, was appointed by the President of the Cook County Board of Commissioners, and confirmed by the Board of Commissioners, to serve as a member of the Board of Directors of the Cook County Health and Hospitals System; and

**WHEREAS**, while serving on the Health System Board of Directors, REV. MORRIS was a part of the governing body that shepherded in CountyCare, an Illinois Medicaid Demonstration Project and now a County Managed Care Community Network, which to date has provided more than 100,000 Cook County residents with access to comprehensive healthcare; and

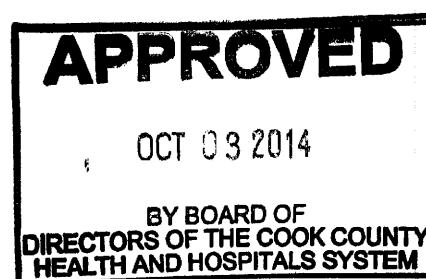
**WHEREAS**, REV. MORRIS graciously lent his vast expertise to the Health System by serving as a member of the Health System Board's Audit Committee and Work Group on Affiliations from August of 2012 through August of 2014; and

**WHEREAS**, during his tenure with the Health System, REV. MORRIS earned the genuine respect of his fellow Board members for his keen insight, compassion and knowledge in the areas of community public health, patient experience and community representation; and

**WHEREAS**, the Health System's leadership team held REV. MORRIS in high regard and appreciated his strength and support, as well as his integrity and objectivity.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Cook County Health and Hospitals System, on behalf of the more than five million residents of Cook County, does hereby gratefully acknowledge REV. CALVIN S. MORRIS, PhD, for his extraordinary abilities, outstanding leadership and unwavering commitment to the mission of the Cook County Health and Hospitals System.

Approved on October 3, 2014 by the Board of Directors of the Cook County Health and Hospitals System.



**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS**

**RESOLUTION**

**Sponsored by**

**M. HILL HAMMOCK, CHAIR, THE HONORABLE JERRY BUTLER, VICE CHAIR,  
DAVID CARVALHO, LEWIS M. COLLENS, ADA MARY GUGENHEIM,  
WAYNE M. LERNER, DPH, JORGE RAMIREZ,  
CARMEN VELASQUEZ AND DORENE P. WIESE, EdD, DIRECTORS**

**WHEREAS** in May of 2008, LUIS MUÑOZ, MD, MPH was appointed by the President of the Cook County Board of Commissioners, and confirmed by the Board of Commissioners, to serve as a member of the inaugural Board of Directors of the Cook County Health and Hospitals System; and

**WHEREAS**, DR. MUÑOZ played an integral role in laying the foundation of the new governance structure of the Health System, which demanded a considerable time commitment from its volunteer Board members; and

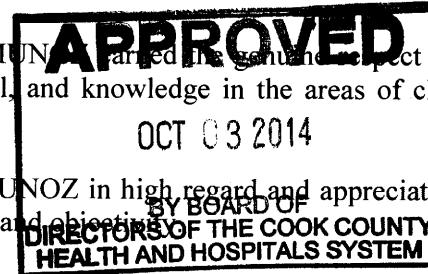
**WHEREAS**, DR. MUÑOZ was a part of the inaugural board which recognized the need to recruit and retain highly qualified healthcare leaders and was instrumental in putting a leadership team in place to oversee the operations of the nation's third largest public health system; and

**WHEREAS**, while serving on the Health System Board of Directors, DR. MUÑOZ was a part of the governing body that developed and championed the Health System's Strategic Plan: Vision 2015, dedicated to continuing the Health System's mission of delivering integrated health services with dignity and respect regardless of a patient's ability to pay in today's dramatically changing healthcare landscape; and

**WHEREAS**, while serving on the Health System Board of Directors, DR. MUÑOZ was a part of the governing body that shepherded in CountyCare, an Illinois Medicaid Demonstration Project and now a County Managed Care Community Network, which to date has provided more than 100,000 Cook County residents with access to comprehensive healthcare; and

**WHEREAS** DR. MUÑOZ graciously lent his vast expertise to the Health System by serving as the Chair of the Health System Board's Audit Committee, member of the Health System Board's Finance Committee from 2008 through 2012, and member of the Health System Board's Quality and Patient Safety Committee from 2008 through 2014; and

**WHEREAS** during his tenure with the Health System, DR. MUÑOZ earned the genuine respect of his fellow Board members for his keen insight, attention to detail, and knowledge in the areas of clinical medicine and financial accountability; and



**WHEREAS** the Health System's leadership team held DR. MUÑOZ in high regard and appreciated his strength and support, as well as his ability to lead with integrity and objectivity;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Cook County Health and Hospitals System, on behalf of the more than five million residents of Cook County, does hereby gratefully acknowledge LUIS MUÑOZ, MD, MPH for his extraordinary abilities, outstanding leadership and unwavering commitment to the mission of the Cook County Health and Hospitals System.

Approved on October 3, 2014 by the Board of Directors of the Cook County Health and Hospitals System.

**COOK COUNTY HEALTH AND HOSPITALS SYSTEM  
BOARD OF DIRECTORS**

**RESOLUTION**

**Sponsored by**

**M. HILL HAMMOCK, CHAIR, THE HONORABLE JERRY BUTLER, VICE CHAIR,  
DAVID CARVALHO, LEWIS M. COLLENS, ADA MARY GUGENHEIM,  
WAYNE M. LERNER, DPH, LUIS MUÑOZ, MD, MPH,  
CARMEN VELASQUEZ AND DORENE P. WIESE, EdD, DIRECTORS**

**WHEREAS** in May of 2008, JORGE RAMIREZ was appointed by the President of the Cook County Board of Commissioners, and confirmed by the Board of Commissioners, to serve as a member of the inaugural Board of Directors of the Cook County Health and Hospitals System; and

**WHEREAS**, as a renowned leader in the labor community, MR. RAMIREZ brought invaluable insight to the Health System Board and the CCHHS leadership team and skillfully balanced the interests of CCHHS and labor to the betterment of both; and

**WHEREAS**, MR. RAMIREZ played an integral role in laying the foundation of the new governance structure of the Health System, which demanded a considerable time commitment from its volunteer Board members; and

**WHEREAS**, MR. RAMIREZ was a part of the inaugural board which recognized the need to recruit and retain highly qualified healthcare leaders and was instrumental in putting a leadership team in place to oversee the operations of the nation's third largest public health system; and

**WHEREAS**, while serving on the Health System Board of Directors, MR. RAMIREZ was a part of the governing body that developed and championed the Health System's Strategic Plan: Vision 2015, dedicated to continuing the Health System's mission of delivering integrated health services with dignity and respect regardless of a patient's ability to pay in today's dramatically changing healthcare landscape; and

**WHEREAS**, while serving on the Health System Board of Directors, MR. RAMIREZ was a part of the governing body that shepherded in CountyCare, an Illinois Medicaid Demonstration Project and now a County Managed Care Community Network, which to date has provided more than 100,000 Cook County residents with access to comprehensive healthcare; and

**WHEREAS** MR. RAMIREZ graciously lent his vast expertise to the Health System by serving throughout his tenure from 2008 through 2014, as the Vice Chair of the Health System Board and as a member of Health System Board's Finance and Human Resources committees; and

**WHEREAS** during his tenure with the Health System, MR. RAMIREZ earned the genuine respect of his fellow Board members for his keen insight, attention to detail, and knowledge in the areas of finance, ~~BY BOARD OF~~, employee relations; and

**WHEREAS**, the Health System's leadership team held MR. RAMIREZ in high regard and appreciated his strength and support, as well as his ability to lead with integrity, objectivity and good humor.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Directors of the Cook County Health and Hospitals System, on behalf of the more than five million residents of Cook County, does hereby gratefully acknowledge JORGE RAMIREZ for his extraordinary abilities, outstanding leadership and unwavering commitment to the mission of the Cook County Health and Hospitals System.

Approved on October 3, 2014 by the Board of Directors of the Cook County Health and Hospitals System.

**APPROVED**  
OCT 03 2014  
**DIRECTORS OF THE COOK COUNTY  
HEALTH AND HOSPITALS SYSTEM**

Cook County Health and Hospitals System  
Board of Directors Meeting Minutes  
October 3, 2014

ATTACHMENT #2

## COOK COUNTY HEALTH AND HOSPITALS SYSTEM

## ITEM VI.B.

OCTOBER 3, 2014 BOARD OF DIRECTORS MEETING

CONTRACTS AND PROCUREMENT ITEMS AS AMENDED

Request #	Vendor	Service or Product	Fiscal impact not to exceed:	Affiliate / System	Begins on Page #
<b>Execute Contract</b>					
1	Supplemental Health Care	Service - professional services	\$375,000.00 <b>\$775,000.00</b>	System	2

# COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle  
President  
Cook County Board of Commissioners  
John Jay Shannon, MD  
Chief Executive Officer  
Cook County Health & Hospitals System



Cook County Health & Hospitals System  
Board Members  
M. Hill Hammock • Chairman  
Commissioner Jerry Butler • Vice Chairman  
David Carvalho  
Lewis M. Collens  
Ada Mary Gugenheim  
Wayne M. Lerner, DPH, FACHE  
Rev. Calvin S. Morris, PhD  
Luis Muñoz, MD, MPH  
Jorge Ramirez  
Carmen Velasquez  
Dorene P. Wiese, EdD

September 30, 2014

To: Deborah Santana, Secretary to the Board  
Cook County Health and Hospitals System

From: Gina Besenhofer, System Director, Supply Chain Management  
Cook County Health and Hospitals System

Re: Correction Memo  
Supplemental Health Care  
H14-25-088

The Board Approval Request for the above named service will be presented to the Board of Directors of Cook County Health and Hospitals System for approval on October 3, 2014. Corrections are necessary in the **FISCAL IMPACT NOT TO EXCEED** section. It should read:

**FISCAL IMPACT NOT TO EXCEED:**  
**\$775,000.00**

As we've negotiated the contract language with Supplemental Health Care our required scope from the RFP has changed. The contract language and associated not to exceed cost better reflects our needs.

If additional information is needed, please feel free to contact me.

Thank you.

# COOK COUNTY HEALTH & HOSPITALS SYSTEM

Toni Preckwinkle  
President  
Cook County Board of Commissioners  
John Jay Shannon, MD  
Chief Executive Officer  
Cook County Health & Hospitals System



COOK COUNTY HEALTH  
& HOSPITALS SYSTEM  
**CCHHS**

Cook County Health & Hospitals System  
Board Members

**M. Hill Hammock** • Chairman  
**Commissioner Jerry Butler** • Vice Chairman  
Lewis Collens  
Ric Estrada  
Ada Mary Gugenheim  
Emilie N. Junge  
Wayne M. Lerner, DPH, FACHE  
Carmen Velasquez  
Dorene P. Wiese, EdD

December 3, 2014

To: Deborah Santana, Secretary to the Board  
Cook County Health and Hospitals System

From: Gina Besenhofer, System Director, Supply Chain Management  
Cook County Health and Hospitals System

Re: Correction Memo  
Supplemental Health Care  
H14-25-088

The Board Approval Request for The Olenik Consulting Group, LLC was approved by the Cook County Health & Hospitals System Board of Directors on October 3, 2014. The transmittal contained the incorrect Contract Period.

The transmittal should read:  
**CONTRACT PERIOD**  
**12/01/2014 thru 11/30/2015**

If additional information is needed, please feel free to contact me.

Thank you.

# Cook County Health & Hospitals System

## AS AMENDED BOARD APPROVAL REQUEST

SPONSOR: N/A		EXECUTIVE SPONSOR: Gladys Lopez, Chief Human Resources Officer	
DATE: 09/25/2014	PRODUCT / SERVICE: Service – Professional Services		
TYPE OF REQUEST: Execute Contract	VENDOR / SUPPLIER: Supplemental Health Care, Chicago, IL		
ACCOUNT: FISCAL IMPACT NOT TO EXCEED: 890-260      \$375,000.00 - <b>\$775,000.00</b>		GRANT FUNDED / RENEWAL AMOUNT: N/A	
CONTRACT PERIOD: 10/01/2014 thru 09/30/2015 <b>12/01/2014 thru 11/30/15</b>		CONTRACT NUMBER: H14-25-088	
<input checked="" type="checkbox"/> COMPETITIVE SELECTION METHODOLOGY: RFP	NON-COMPETITIVE SELECTION METHODOLOGY:		

### PRIOR CONTRACT HISTORY:

There is no prior contract history.

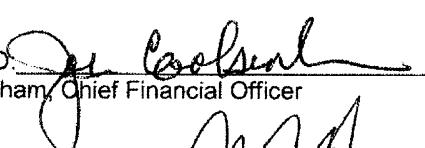
### NEW PROPOSAL JUSTIFICATION:

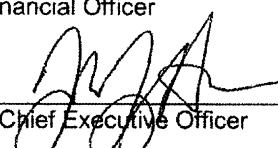
This request is to enter into a contract with Supplemental Health Care to provide on-site personnel to assist Cook County Health and Hospitals System (CCHHS) operational leaders with coordinating and conducting behavioral-based interviews of candidates to fill vacancies. There is a short term need for additional on-site personnel to work with communicate effectively with hiring managers, manage the process and paperwork as well as coordinate and work with Human Resources to ensure vacancies are filled as expeditiously as possible.

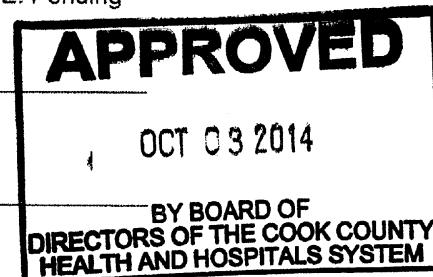
### TERMS OF REQUEST:

This is a request to execute contract number H14-25-088 in an amount not to exceed **\$775,000.00**, as needed, for a period of twelve (12) months from 10/01/2014 thru 09/30/2015 **12/01/2014 thru 11/30/15**

CONTRACT COMPLIANCE HAS FOUND THIS CONTRACT RESPONSIVE: Pending

CCHHS CFO:   
John Cookinham, Chief Financial Officer

CCHHS CEO:   
John Jay Shannon, M.D., Chief Executive Officer



Request #  
1

- Ambulatory & Community Health Network • Cermak Health Services • Department of Public Health •
- John H. Stroger, Jr. Hospital of Cook County • Oak Forest Health Center • Provident Hospital • Ruth M. Rothstein CORE Center •

We Bring Health CARE to Your Community

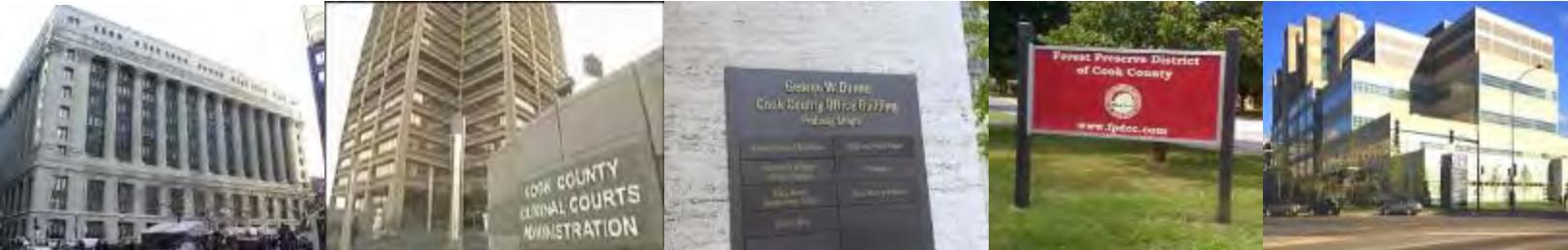
Revised 03/01/2011

Cook County Health and Hospitals System  
Board of Directors Meeting Minutes  
October 3, 2014

ATTACHMENT #3



# THE COUNTY OF COOK



## Asset Marketing Plan – October 2014



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## Section

- I. Overview
- II. Proposed Governance Structure
- III. Asset Market Contracting Process
- IV. Program Revenue Structure
- V. Program Manager Commission Structure
- VI. Proposed Vendor Experience
- VII. Current Asset Marketing Programs within County
- VIII. Next Steps



# Overview

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- Cook County has significant real estate and public-facing assets
- The Asset Marketing Program will leverage these assets for potential revenue generation, provided that:
  - The proposed use is consistent with the character of County-owned property
  - Serves the public interest
- Proposed consultant selected via competitive RFP to serve as Program Manager
- The Program Manager will oversee the development & execution of revenue generating strategies that may include:
  - Advertising
  - Signage
  - Corporate Sponsorship
  - Point of Purchase Opportunities (e.g. vending machines, kiosks etc.)
  - Product or service tie-ins
  - Franchises, concessions
  - Placement of communication or other technology



# Proposed Project Governance Structure



## Asset Marketing Committee:

- County Chief Financial Officer
- One representative from the County Health and Hospital System
- Representatives of the County Board President
- One representative from each Separately Elected Official that chooses to participate
- One representative from the Forest Preserve District



# Asset Marketing Contracting Process





# Program Revenue Structure

All program revenue deposited in:

- County General Fund
- Forest Preserve Fund
- Health Fund



Program revenue aggregated and  
annual vendor commission calculated



Net revenue generated will help  
participating departments meet  
budget target



# Program Manager Commission Structure

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- Program Launch: Flat fee of \$ 200,000 from gross proceeds:
  - 80% to Program Manager until flat fee is paid- 20% to County
  - 20% commission thereafter- 80% to County
- Ongoing: \$ 35,000 annual retainer charged after program launch completion:
  - 80% to Program Manager until retainer is paid- 20% to County
  - 20% commission thereafter- 80% to County



# Proposed Vendor Experience

Representative  
Clients include:



MIAMI BEACH



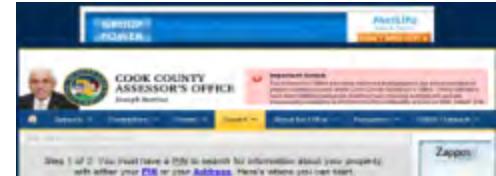
Greater  
Cleveland  
Regional  
Transit  
Authority

- National expert specializing in valuation and Corporate Sponsorships for municipally-owned public assets and infrastructure
- Focus on municipalities, facilities, parks, universities and transportation systems
- Experience: 19 Years of developing Naming Rights strategies and sponsorship programs for municipalities across the nation:
  - City of Miami Beach 10 year/\$7 million sponsorship with Coca-Cola
  - Chicago Metra \$ 1 million system-wide defibrillator sponsorship
  - Greater Cleveland Regional Transit Authority over \$ 11 million in naming rights and station underwriting sponsorships since 2006



# Current asset marketing within Cook County

- Cook County Assessor's Office: Website



- Cook County Treasurer's Office: Property tax bill mailing insert advertisement



- Cook County Clerk's Office: Online Commemorative Certificate Store and genealogy site.



- Cook County Sheriff's Office: Cook County jail garden





# Next Steps

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- Finalize ordinance and contract
- Meet with County Stakeholders to introduce the initiative
- Present to County Board and Forest Preserve District Board for approval of ordinance and agreement – introduction at October Board meeting
- Formulation of the Asset Marketing Committee
- Kickoff meeting with Program Manager
- Review and approve:
  - Preliminary assessment and marketing plan
  - Program procedures and reporting plan
  - Risk management and minimization plan
- Implementation of Asset Marketing Program

Cook County Health and Hospitals System  
Board of Directors Meeting Minutes  
October 3, 2014

ATTACHMENT #4



**JOHN JAY SHANNON, MD**  
**CHIEF EXECUTIVE OFFICER**  
**COOK COUNTY HEALTH AND HOSPITALS SYSTEM**  
**REPORT TO THE BOARD OF DIRECTORS**  
**OCTOBER 3, 2014**

- Under the leadership of Drs. Urjeet Patel, Thomas Lad, and Gianluca Lazzaro, the Cancer Committee of Stroger Hospital received a three year accreditation from the **American College of Surgeon's Commission on Cancer**. The Commission on Cancer is the only multi-disciplinary cancer accreditation program in the United States and focuses on patient-centered care, outcomes and education and training. Our cancer program has been accredited for over 12 years, a testament to the amazing work our team does on behalf of our patients.
- The Cook County Department of Public Health (CCPDH) has been awarded a \$2.4 million **Partnerships to Improve Community Health (PICH)** grant. This funding will be used to expand implementation of evidence-based interventions leading to organizational-, community- and county-wide, population improvements that reduce the burden of chronic disease with a priority focus on areas of high need to address increasing health and social inequity in suburban Cook County.
- CCHHS has kicked off its annual **flu vaccination program** for employees and patients. Employee Health Services has scheduled clinics throughout the system at times convenient to all CCHHS shifts. Flu vaccine is required for all CCHHS employees except for those who provide verifiable documentation of a medical or religious exemption. Regular reports will monitor staff participation. Patients will also be offered the flu shot in all clinical settings. Daily and weekly reports will monitor patient participation.
- As a service to our patients, we will be operating '**business as usual**' **System-wide on Friday, November 28, 2014**. As a result, the County Shutdown Day scheduled for Friday, November 28, 2014 **WILL NOT** apply to the Cook County Health & Hospitals System.
- CCHHS infection control providers have been monitoring the **Ebola** situation very closely. We have protocols and processes in place to ensure maximum protection of patients, employees and visitors to our facilities in the event a suspect or confirmed case presents. All CCHHS staff have received Ebola information and those in areas that would be impacted have been trained and briefed. This morning's Department of Medicine Grand Rounds provided attendees with in-depth information about both the current situation and CCHHS preparedness efforts. Health System leadership in Infectious Disease, Emergency Medicine and Critical Care are coordinating with colleagues in public health and emergency preparedness to be at full readiness. We are confident that should a suspect or confirmed case present, we are prepared.

## **Legislative Update**

### **Local**

CCHHS has been working with the Cook County Office of Capital Planning on a redevelopment plan for the Central Campus. An RFP for the core medical needs is expected to be issued in the near future. In addition, the Cook County Bureau of Economic Development, in partnership with the Chicago Architecture Foundation, recently kicked off a two week open ideas workshop charrette to generate feedback and ideas about the potential future of the old Cook County Hospital building. Presentation of the charrette results and a panel discussion is scheduled for Tuesday, October 7.

President Preckwinkle is expected to introduce her FY2015 Executive Budget Recommendation to the Cook County Board of Commissioners in October. Once introduced, the Cook County Health and Hospitals System will be scheduled to appear before the Cook County Finance Committee to present CCHHS' FY2015 Proposed Budget and respond to questions from Commissioners. The Cook County Board of Commissioners is expected to approve the FY2015 Annual Appropriation Ordinance prior to November 30, 2014.

On October 8, the Cook County Board Legislation and Intergovernmental Relations Committee will meet to consider the appointments of Keith Bevans, Ricardo Estrada, Ada Mary Gugenheim, and Emilie Junge to the Cook County Health & Hospitals System Board.

October 8 is the next regular monthly meeting of the Cook County Board.

On October 15, the Cook County Board Legislation and Intergovernmental Relations Committee will conduct a public hearing pursuant to a Resolution sponsored by Commissioner Fritchey, on the status of mental health in Cook County and the associated costs.

On October 16, CCHHS will participate in the Chicago Medical Society's Mini-Internship Program which matches legislators and civic leaders with physicians for one day in an effort to provide a deeper understanding of the workings of a medical institution and the impact of legislation on the healthcare delivery system. CCHHS has participated in the program in the past hosting State Representatives Sara Feigenholtz and Constance Howard. This year CCHHS has been matched with Aldermen Walter Burnett and Debra Mell.

### **State**

CCHHS participated in the Illinois Medical District Commission IMD day last month. Dr. Shannon participated in a panel discussion on translational research.

An October 15 Legislative Committee hearing on the State's 1115 Medicaid Waiver application has been canceled. No future meeting date has been identified at this time.

Veto Session is scheduled for November 19–21, 2014 and December 2–4, 2014.

### **Federal**

Dr. Shannon and Chairman Hammock accompanied President Preckwinkle to Washington D.C. recently to meet with members of the Illinois Congressional delegation. Meetings were held with Senator Durbin, Congressman Davis, Congresswoman Duckworth, Congresswoman Kelly, Congressman Rush, and Congresswoman Schakowsky. Issues of concern to CCHHS discussed included the Health Resources and Service Administration's (HRSA) Section 340B Discount Drug Program and the National Health Service Corps Loan Repayment Program.

Earlier this week, Dr. Shannon, along with other local hospital CEO's and members of America's Essential Hospitals met with Senator Durbin to discuss issues of concern to Illinois safety net hospitals including the scheduled reduction in Medicaid DSH funding in 2017 and the 340B drug discount program.

## Calendar of Events

- CCHHS Activities
  - October 9 & 28      Lunch sessions to train and prepare staff for an active shooter emergency
- Select Community Outreach events:
  - October 3              Alderman Roberto Maldonado Health Fair at Mozart Park
  - October 4-18            Latin American Health Weeks at the Mexican Consulate and other sites
  - October 8-9             Mental Health & Wellness Fair on at the James Thompson Center
  - October 18             Dr. Jorge Prieto Health Center Health Fair at St. Agnes Church
  - October 18             Providence Missionary Baptist Church Health Fair at 8401 S. Ashland
  - October 25             Rainbow Push Coalition Health Fair at Rainbow Push Headquarters

## Employee Recognition

Though not employees, **Civic Consulting Alliance** fellows **Ben Hanessian** and **Marcus Paschall** have been working with the Ambulatory and Community Health Network on the consolidation of services from throughout the campus into the "E" Building to provide a better experience for our patients.

The 5<sup>th</sup> Annual **Health & Medicine Policy Research Group** has announced its 2014 award winners honoring work that exemplifies the HMPRG mission to promote social justice and challenge inequities in health and health care. James W. Collins, Jr., MD, MPH, Ann & Robert H. Lurie Children's Hospital of Chicago and **Richard David, MD**, John H. Stroger, Jr. Hospital of Cook County are being honored for their groundbreaking epidemiological studies to explore the **impact of race and racism on the health and well-being of women and infants**, particularly in the United States. The formal awards presentation will occur on October 14<sup>th</sup>.

Research shows that risk-based targeted HIV testing often misses people who are HIV positive. It is currently estimated that 60% of young people ages 13-24 who are infected with HIV are unaware. **Project HAT** (HIV Accessible Testing) was created to develop strategies to improve HIV testing throughout CCHHS. Efforts to educate patients and de-stigmatize and routinize HIV testing behaviors have been implemented in the Pediatric ED and early results show a 12% increase in testing. Under the leadership of **Marisol Gonzales and Dr. Lisa Henry-Reid**, efforts toward normalizing HIV screening similar to diabetes and cholesterol testing are ongoing.

The **Ruth M. Rothstein CORE Center** participated in the thirteenth annual **AIDS Run & Walk Chicago**. The event welcomed more than 3,000 runners, walkers and volunteers to raise more than \$380,000 for 32 organizations that support people living with HIV/AIDS. Under the leadership of **Kathi Braswell, Drs. David Barker and Maya Green, Keisha French and Keishawanda Brown** Team CORE raised nearly \$17,000 capturing 5<sup>th</sup> place in team fundraising.



## Ebola Fact Sheet

### Will we see a case of Ebola?

The first US diagnosis of Ebola occurred this week in Dallas, Texas. It should be expected that more cases will be diagnosed in the US and it is possible that we will see a patient with Ebola in one of our facilities. The appropriate teams have been meeting for several weeks and we are confident that we will be able to safely care for such a patient, just as we care for patients with transmissible diseases every day.

### Risk factors for Ebola

- contact with blood or other body fluids or human remains of a patient known to have or suspected to have Ebola;
- residence in, or travel to, an area where Ebola transmission is active (Liberia, Guinea, Nigeria, Sierra Leone); or
- direct handling of bats or non-human primates from disease-endemic areas.

### Signs and symptoms of Ebola

Fever (greater than 38.6°C or 101.5°F)	Severe headache
Muscle pain	Weakness
Diarrhea	Vomiting
Abdominal pain	Unexplained hemorrhage (bleeding or bruising)

Symptoms may appear anywhere from 2 to 21 days after exposure to Ebola, but the average is 8 to 10 days. Based on the data collected over the past few decades since Ebola was discovered, it is felt that it is not spread through casual contact or through the air. Ebola is spread through direct contact with bodily fluids of a sick person or exposure to objects such as needles that have been contaminated.

### What CCHHS is doing:

- We have a **screening tool** in place at all areas of patient entry into the hospitals and clinics.
- We have **trained triage personnel** on early identification of a potentially infected patient.
- We have the appropriate **personal protective equipment (PPE)** available.
- We have **identified appropriate medical space** for a potentially infected patient.
- We have **identified the services** that would be involved with patient care.
- We are in close contact with the **Chicago Department of Public Health** and participate in the updates from the **Centers for Disease Control and Prevention**.

If you have questions, call Infection Control at 312-864-4581